

ROADS TO GREATNESS

BRIGADIER RAJENDRA SINGH



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Preface

We credit our own attainments to our hard work, the achievements of others to good luck, our failures to bad luck or bad Government. We never can understand that our failure generally is due to some inherent weakness or deficiency in ourselves. I find that most of our young men do not know what they are looking for and are just drifting along at the mercy of chance.

My experience of handling men is limited, of selecting and training leaders is still less but I am putting down these observations and 'pickings' of others' brains, for the benefit of those young men who want to be great but do not know that leaders and leadership mean.

That our youngmen are keen to learn is obvious from the number of reprints of this book. Their keenness has encouraged me to revise this book and bring out an up-to-date edition. I hope it comes upto your expectations.

JAI HIND

New Delhi
15th August, 1959

RAJEDNRA SINGH
BRIGADIER

By the Same Author :

Military Subjects

Organization and Administration
in the Indian Army.

Soldier and Soldiering in India

Regimental Histories.

Standing Orders for Formations,
Units and Messes.

The Grenadiers

Fiction.

(Hindi) Murti.

Kamla. (Urdu)

Balidan. (Hindi)

Chatpat. (Hindi)

Manokamna. (Hindi)

Lahoriye. (Hindi and Punjabi)

Mandu ka Balidan (Hindi and
Tamil).

Lehren. (Hindi)

ABOUT THE AUTHOR

The author of **ROADS TO GREATNESS** is a regular officer of the Indian Army, where he is popularly known by his pen-name of "Dhobi".

Born in 1914, Brigadier **RAJENDRA SINGH** was educated at Allahabad and Lahore. He was in B A. when selected in 1934 for the Indian Military Academy. Has travelled widely and has seen service in many theatres. One of the important assignments he held during war was Instructor at the Officer's Training School at Belgaum, where he gave these lectures on leadership, which were condensed, on popular appeal, in the shape of this book.

Brigadier **RAJENDRA SINGH** began his literary career while still in school. In 1937 he came under the influence of Dr. Amar Nath Jha and took to writing in Hindi. His novels 'Murti' and 'Manokamna' received high praise from the critics.

In addition to producing a book every year Brigadier Rajendra Singh contributes to many journals and broadcasts regularly on All India Radio.

A keen sportsman, he is fond of trekking and shooting. Fond of music and drama he has written and produced two plays in Hindi.

Dr. Radhabinod Pal, the famous jurist, in his review of *Far East in Ferment*, a forthcoming publication of the author, has remarked: "Brigadier Rajendra Singh is a phenomenon. One wonders how he does so many things, so well."

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Greatness

“Better than life with a bad name is death with a good one—therefore each of you take oath upon his holy word that he will not think of turning his face from his foe, or withdraw from this deadly encounter so long as life is not rent from his face.”

EMPEROR BABAR.

Greatness lies in fulfilling the will of God. Everything created in the universe has a definite part to play. The final purpose of all creation is to attain that greatness which will make God and Universe mould into one.

The urge for greatness, fulfilment and fruition is latent in all creation. It is not a selfish motive ; it is compliance with the will of the greatest of all.

If the purpose of creation is to strive for sublimation, greatness can be described as the greatest effort towards that attainment.

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One man cannot achieve it by oneself, therefore greatness of achievement lies in helping the greatest number of men to that goal. The essence of greatness lies in being useful to others.

When the capacity for being useful finishes, the purpose of the species is attained ; it starts to deteriorate and diminish and after a time completely disappears. We hear of pre-historic creatures. In days of yore dinosaurs and their kind had their usefulness ; they inhabited the jungles, destroyed the forests and made the land rich with their fossils. Now they do not exist !

With locomotive power and the internal combustion engine, the animal has lost its usefulness as a beast of burden. For the children of the 'civilisation of the Moon' these may become pre-historic.

Of all living species, the human being can do the greatest good to others—he is the most important. He must strive to be great.

What is true of the animal world is also true of the human race. For progress to continue

GREATNESS

the effort to be great should never cease. When an individual fails to strive for greatness he loses significance ; when a nation consisting of such individuals fails to progress, it becomes decadent, and when a civilisation composed of such nations becomes stationary, it must die.

Such is the will of God that the onward march should never cease. It may seem to drag, it may seem to halt, but it will soon be carried on by some one else. The Romans ruled England. The Latin civilisation, having reached the objective it had fixed for itself, began to decay. The English, then down-trodden, began to rise with a higher aim and, in turn, became still greater.

This is what happens :

The road to real greatness is long, weary and treacherous. The individual, the nation, or the civilisation selects a limited objective, a false crest. Having reached it, the urge ceases.

“Yesterday’s hunger, today’s satisfaction, tomorrow’s satiety.”

VICTOR HUGO.

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Some other nation which has been accumulating energy now finds a small outlet to set a new machinery in motion. The process of evolution works in a circle. Today's slaves may be tomorrow's masters, unless the slaves have lost their utility and are now on the road to elimination.

Every man who feels the urge to be great can be great if he gets on the right path.

High up on the ladder is perched a strong fellow occupying the whole rung. He is just drowsing. The man at the bottom can get up to him on the same ladder and push him down. Another way is to select a different and higher ladder. By displacing you can only be equal and not superior. If the road to progress must follow an incline, your ladder must have a steeper gradient.

Your duty demands that you must try to be useful and help the backward forward. There are many ways to be useful, to yourself, to your country and to others.

GREATNESS

The roads to greatness are numerous. They are all difficult but not impossible.

“Impossible—that word is in the dictionary of fools.”

NAPOLEON.

What road you select depends on individual make up, capabilities and nature. The path selected is immaterial as long as the path leads to the same goal. But :

**“Be not like dumb driven cattle,
Be a hero in the strife.”**

Strive for greatness.

Attainment

The success that a man attains on the road to greatness depends primarily on his own efforts. The degree of greatness can, therefore, be judged from the results attained.

Buddha is great because he pointed for humanity the way to 'Nirvana'. Madame Curie is great because she discovered Radium, and Gandhi is great because he achieved freedom for India. To be great the attainment must be great, and to be everlasting the effect of the achievement must be permanent and not transitory

The attainments of great men are written in golden letters and the ambition of all young men must be to have their names inscribed in the annals of history.

Attainment can be judged by many measures. In our present society wealth may be mistaken for greatness, but this is only an illusion. Greatness

ATTAINMENT

may be shown rather in the way a wealthy man spends his money to be useful to others.

It is not necessary that success should be attained during your life-time. It happens, more often than not, that greatness is recognised only after death. If the leader dies in the effort of attainment, it is a sacrifice and he becomes a martyr. That gives his greatness an added lustre, as with Joan of Arc.

Some limited objectives can be achieved in one's life-time. These may be called practical : Marconi's invention of radio, Tagore's *Gitanjali* and General Kulwant Singh's operations in Jammu and Kashmir. But a high abstract objective requires the highest sacrifice—death.

The attainment may either be cut short or not recognised, but true effort is never wasted. Christ's greatness was recognised after his crucifixion. Gandhiji's real greatness spread its lustre after his assassination. The fight for greatness must be continued without any thought of attainment or fear of death.

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Greatness is not an island, where, once having landed, no further progress is possible. It is a limitless ocean and your attainments are islands. It is immaterial what results you attain as long as you put up a fight till death for the road to success.

Set your sails to greatness, row as hard as possible, check up the course of progress occasionally and leave the rest to God.

“Make yourself one of the actors in the game of greatness which is being played in the world, and whether you gain or lose, it will leave you at least the renown of a great player.”

ALEXANDER DUMAS.

Effort

Nothing can be attained without effort. The greater the effort the brighter the possibility of attainment. In order that effort may not be wasted it is essential to fix the objective and select the means.

“Realisation of a goal is in exact proportion to the means used.”

GANDHI.

EFFORT
|
MEANS

Spiritual Moral Mental Physical Personal

A man's power, capabilities and intelligence are limited, and those who want to do everything will do nothing. Having selected the means, there may still be many choices to be made. An effort which is aimless is always dissipated and fruitless. To be effective all energy must be directed.

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Choose an object where there is a possibility of success. Having selected it, all effort must be concentrated on its attainment.

Apart from the ultimate long-term object, there should be a succession of clearly defined intermediate short-term objectives on the path to the final goal. A man does not walk in a straight line from Bombay to Calcutta. There are many intermediate places to which he must wend his way and through which he must travel.

The objective selected must be well chosen. It is useless to hitch your wagon to a star if there are no bullocks in it. Do not try to undertake the unattainable.

Having selected an objective, there should be no turning back. All efforts must be made to attain it. At times it may seem beyond reach but a real worker will never cease. His efforts will end only when he breathes his last. After being mortally wounded, the last words of Major Sharma P.V.C. were, "Carry on ; we will hold the position." Ceaseless effort must be the motto of all young men who want to achieve something.

EFFORT

The effort must be supreme. The effort of a leader must be greater than that of the followers. He must set an example to others. "Example is better than a hundred precepts." Because a man who can only think and preach but cannot act is only a hypocrite.

You have got to work and act—

**"Act, act in the living present,
Heart within and God overhead."**

The degree of attainment, therefore, not only depends on the objective but greatly on the means and effort. In order to see that effort is on the right lines it is essential to check up progress. All attainments are gradual. Rome was not built in a day, neither Nehru became great overnight. Aeroplanes as we know them today were not just produced because the Wright Brothers thought about flying in the air. Their development on right lines was checked and improved. If the effort is not producing any result or is proceeding on wrong lines it may be necessary to change the course.

If any one of the objectives is achieved without effort, it may either produce over-confidence

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or premature satisfaction. A man won a lottery of a million pounds but soon lost the money because he had made no effort to get it and did not know how to spend it. If Hitler had to make greater sacrifices for his initial successes the tragedy of World War II might have been avoided or Hitler might have conquered the World.

The effort must be great and in the right direction ; the second point is as important as the first.

There must be great and small leaders. The degree depends on their efforts, abilities, attainments and objectives. The greater of them never mistake the intermediate objectives as final and cease effort.

The greatest leaders of all have never been crowned with their own success. Nelson died on the 'Victory' when victory was in sight. Abraham Lincoln was assassinated before he could hear the great news. Christ died spiritually fighting. Gandhiji was shot dead before he could see the sapling of our freedom blossoming—all great leaders die in harness.

EFFORT

It is customary amongst the Hindus to remove the dying body from the bed and rest it on the bare floor. It is a relic of the past, when the dream of all warriors was to die on the battlefield. BHISHMA, the great Maharathi of the epic of Mahabharatha, lay mortally wounded and when some one offered to move him, he said, 'Make the points of arrows, my death bed.'

There fore :

**"As things alike to thee pleasure or
pain,
Profit and ruin, victory or defeat,
So minded, gird thee to the fight,
for so
Thou shalt not sin".**

(LORD KRISHNA TO ARJUNA).



**"A man is his own star,
Our acts our angels are
For good or ill."**

M. ARNOLD.

Leaders

A leader is a person who leads others. "Men can usefully undertake and properly accomplish a common task only when one of them continually directs the activities of all towards the same end. He is the leader."

ANDRE MAUROIS.

The greatest leaders are those who devote all their energies for the betterment of others. They leave a trail for others to follow on.

"Lives of great men all remind us
We can make our lives sublime
And departing leave behind us
Footprints on the sands of time."

There are leaders of various kinds and each one leaves his imprint. If he is a herdsman, he is a leader of animals. If he is a mechanic, he can be a leader in terms of machines. But the word 'leader'

LEADER

has become synonymous with "leader of men". This is a most exalted position. The cattle have lower intelligence and can easily be herded into a pen ; control of machinery requires technical knowledge, but the leadership of men requires qualities of mind and body, of character and personality.

Leaders can be classified into various types by the various means they have adopted to attain the object. The course that a leader selects depends on many circumstances. In order to make a beginning, the leader should see where his strong point lies and make an opening there.

"Manliness consists in making circumstances subservient to ourselves."

GANDHI.

In order to overcome circumstances the means selected must be powerful. By self improvement the leader creates force in himself and this energy after a time becomes so powerful that the force of circumstances is overcome and a new leader emerges like a fledging, which sees the light of the day as soon as the shell in which it was enclosed is broken by the energy created within.

In order to be a leader, a man must have some superiority. A person who wants to be an intellectual leader must have 'mental' superiority. No one will ever follow a fool. This superiority combined with effort helps a leader to attain the pinnacle of greatness.

A leader will fail to make a high grade if he has any weakness. Real weakness in one respect is worse than mere average ability in several. The great leaders have all the great qualities and their means are all superior.

Take the spiritual leaders. Such leaders, as Krishna, Christ and Gandhi are held in great esteem by humanity. They were great leaders. They were not only superior in their love for God and humanity but they were also superior in mental, physical and moral qualities. They employed all possible means to reach their objective—sublimation with God. Such leaders re-generate humanity when chaos and anarchy prevails ; they lead the backward forward :

**“Jab jab anarath hoth apara
Tab tab janam hoth hamara.”**

GURU GOVIND SINGH

LEADER

(When darkness enshrouds the glory of God, I, as his messenger, come to cast it away).

Those spiritual saints, who renounce the world in search of spirituality may be great men but not great leaders. Knowledge, which does not leave foot-prints on the sands of time for others to follow on, is wasted greatness.

Other leaders by their moral powers and superiority try to lead people to higher ethical levels. Sun-yat-sen, Ram Tirath and Nehru by their moral superiority became leaders of great masses.

Some leaders by their intellectual powers sway the lives of millions. They are leaders of philosophy, science and the arts and affect peoples lives by influencing their thoughts, ideas and aspirations. Tagore, Milton and Raman are such intellectually superior leaders. They influence the minds of their readers and imbue them with a new philosophy of life.

Great kings by their temporal powers have done great things for their subjects. Great warriors and administrators like Napoleon, Lenin and Ataturk.

have been great leaders in action and in the exercise of power.

Others by their superiority of mind and body have produced great practical results for the advancement of humanity.

Those leaders who are not so great but still have helped others to achieve the goal may yet be remembered for their personal achievements.

“Whenever we speak and think of great captains, and set up our military altars to Hannibal and Napoleon and Marlborough and such men, let us add one more altar, ‘To the unknown leader’.

It is these who in the end do most to win the wars”.

WAVELL.

If you want to be successful in life you have got to be a leader—it may be in battle, politics, finance or literature. Therefore, young man, first decide what is your objective, then judging the circumstances select your means and then do not waver.

LEADER

It is always better to take the example of a leader as a model. Follow that example. Learn his qualities, remove your weaknesses and never give up courage.

“A young man should never give way to despondency. He should have self-confidence enough to know that real merit never goes unrewarded.”

A young man must know the art of leadership.

Leadership

The quality of being a leader may be called leadership. A leader has already been defined as a person with a marked superiority. Leadership must take into account the leader, the led and the means of one has to employ to attain certain results. In its essence, leadership may be called the understanding of man and man-management.

The fundamental fact is that the leader must understand himself first. A man who does not acknowledge himself as a leader will have no one to acknowledge him.

‘I am an irrepressible optimist, because I believe in myself—I am not yet a perfect being. When I am perfect being, I have simply to say the word, and the nation will listen. I want to attain that perfection by service.’

GANDHI.

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A young man who wants to be a leader must learn to know himself, his mind, his body and his thoughts. He must assess his qualities and spot the weaknesses. There should be no weak link or spot in the armour. If there is, it must be removed. There should not be an Achille's heel. The easiest way to know yourself is to compare yourself with the example you have chosen. That will tell you what you lack. The check must not only be systematic but must also be periodic. "Those who will not heed themselves perish." To understand this principle is not to be impatient, not to reproach fate, not to blame others. He who understands the doctrine of self-help blames himself for failure.

Therefore, a principle of leadership should be
KNOW THYSELF FIRST.

One who knows oneself must know the cause and the goal, which one is working for. He must not only know it but must be in love with it. His profession and work must be his beloved, mistress, and the object of prayer. Tulsi Das, the great writer of the Ramayana in Hindi, thought of nothing else but his work.

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*Chitarkut ke ghat par bhai santan ki bhir,
Tulsidas chandan ghisat, tilak det Raghubir.*

(On the threshold of life many saints have gathered,
Tulsidas only works and Rama anoints the great).

Without sincerity of purpose the leader is bound to falter. The greater the sincerity the greater will be the effort. One cannot become a great financier unless one sincerely likes finance, a soldier cannot become a great soldier unless he loves soldiering. So the next quality is SINCERITY.

Sincerity produces faith. This is the greatest anchor of all leaders. Faith cannot be given by anybody. It has to come from within. Faith steers us through darkness. When everything seems lost, faith sustains the leader. When Hitler thought Britain was beaten, Churchill had faith in himself, and in his nation. There is no doubt he achieved what then looked impossible. A leader without faith is a boat without an anchor. Faith which is bright only when the sun shines is no faith :

Have faith, where'er thy bark is driven.

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Faith in God, in the great leader, breeds faith in self which the others look for in you.

Have FAITH.

Faith produces courage. Courage in a leader is like the temper in steel. No one will ever follow a coward, simply because he can never be a leader. Every effort requires sacrifice and that in turn requires courage. Buddha had to leave his royal kingdom and the kingly life. Raman left a secure job to carry out scientific research. Patel gave up lucrative practice at the bar and courted arrest for the freedom of India. The greater the sacrifice the greater would be the faith born in the leaders. Field Service Regulations for the British Army lay down :

“Neither numbers, armament, resources nor skill can compensate for the lack of courage, energy, determination and the bold offensive spirit which springs from a national determination to conquer.”

Courage also prompts a leader to take risks. He sticks to a principle which others think lost. Courage

does not mean fool-hardiness. An irresponsible act of courage is praiseworthy but not so great as calculated courage with full realisation of responsibility.

If you demand courageous action from your followers, make, or at least be prepared to make a greater sacrifice. Guru Govind Singh, the great leader of the Sikhs, demanded the supreme sacrifice from his followers. When the time came his sons were buried alive in the walls of Sirhind.

COURAGE.

Blind faith and blind courage cannot lead the leader anywhere. He must have judgment—to do the right thing at the right time and place and in the right way. This comes from upbringing, education, training and experience.

To err is human. A leader is bound to make some mistakes but the fewer mistakes he makes the less would be the effort wasted.

Judgment requires good observation, clever appreciation, some anticipation and firm decision. A leader with sound judgment can anticipate events ; at least he can judge the outcome of his own actions.

A leader must cultivate JUDGMENT

A person whose judgment is faulty will evade responsibility, will not 'carry the can' and will 'pass on the baby'. He can only be a 'dwarf' if he is a leader at all. A leader must shoulder responsibility for his own actions, for his subordinates, and for his followers. If a mistake has been made the culprit must be taken to task. Milksops can never make leaders. It is the responsibility of the leader to see that his subordinates are efficient, honest and hard-working. Stalin removed and destroyed many top leaders whom he considered unfit for the job.

Responsibility is a double edged weapon. A leader will give the 'Shabash' for the success to his subordinates and attribute failure to his own judgment. Making a scape-goat of a subordinate cannot make a leader great.

RESPONSIBILITY is an essential quality.

Only those persons can appreciate the value of responsibility who know their job and its implications. Suppose you do not know the spelling of a word and do not know how to find it out in dictionary, the sense of responsibility that the draft must be

correct will not correct the mistakes. You have got to know the job.

Mistakes are bound to occur ; to expect perfection is foolishness. It is the responsibility of the leader to ensure that they are checked and corrected. If you know your job, your subordinates also will not try to pull a fast one on you and they will have an added respect for your knowledge. Knowledge can never be enough.

Learn to know your JOB well.

The leader who is shallow will always be afraid of being found out. He will lose self-confidence. To acquire self-confidence the leader must possess elementary virtues and some superiority and this realisation of being sound and honest will produce the desired result.

SELF-CONFIDENCE.

“Take care of your pence and the pounds will take care of themselves.” It is the small virtues which largely form the character of a man. If you give your full attention to small things, the impor-

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tant things may materialise, but if you fail to make the foundation sound, the palace, however beautiful you make it, will collapse.

“Every instance in which you resolutely say ‘No’ to a seductive temptation, every time that you say firmly ‘YES’ to the call of self-denying duty ; every time that you resist the urgency of the inclination that would deter you from an arduous course of action, that your conscience and judgment deliberately approve, every time that in the midst of perplexities you can so concentrate your force of mind as to decide on the thing to be done without vacillation or delay, you will have gained—it will be in vain to expect that without character you will act in life with any considerable success.” A leader commands respect due to his character.

Wealth is gone, nothing is gone ;
Health is gone, something is gone ;
Charecter is gone, everything is gone.

Kipling's, “Man who would be king”, was an adventurer, who by sheer force of character, dominated several mountain tribes and became their chief. When he was weak enough to fall in love with

one of his subjects, he exposed himself. She saw in this weakness of character that he was only a man and he lost his prestige and throne.

“A man of character will make himself worthy of any position he is given.”

GANDHI.

Three weaknesses which often lead men to disaster are :

WEALTH ! WOMAN ! WINE !

Each in its own place is no vice, but if the temptation seduces the leader, the fort will collapse like a house of cards.

WEALTH. Many people forego their high principles and objective for some shining pieces of gold or worldly possessions .

“Just for a handful of silver he left us
Just for a ribbon to stick in his coat.”

WOMEN have helped some people to achieve greatness. But more people have ruined themselves

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on the rocks of womanly charm. Cleopatra destroyed the Roman Empire. "How many men" said Napoleon, "get into difficulties merely because of their weakness for a woman."

WINE. Bacchus is the leader of those who revel in forgetfulness. An intoxicated brain is not true. In all spy stories you see a beautiful woman getting valuable secrets from leaders who would never have opened their mouths or committed indiscretion if they had been sober.

These weaknesses are symbolic of any weakness in character. These weaknesses occur owing to lack of self-discipline. To achieve anything it will be essential for a leader, however *small*, to have character and inculcate it amongst his followers.

CHARACTER is the backbone.

A leader should never forget that he is dealing with human beings and they have desires and weaknesses. He must realise that these limitations can neither be removed by shutting the eyes nor by ignoring them. To neglect them would be fatal. They exist and will exist—so be a realist. Keep

your ideas practical and progress by slow and steady means.

Guru Govind Singh, when he was raising the KHALSA (The Sikh Army) found that his followers were spending too much time in smoking. He made smoking illegal. He also knew the evils of drink, but he knew that to stop both would be impracticable. So he stamped out the greater evil. There can be no purpose in trying to set the world right without first pulling a few individuals straight. A theorist, a dreamer is not a leader. Be practical, be a man of action.

So the next essential is REALISM.

To test the application of his ideas the leader has to experiment. To waste time on experiments which have already been proved is foolish. This experience can be had by study and learning. Personal experience is very useful but not sufficient because no two situations would ever be alike.

“Right thinking is the ability to foresee what things must be done, and what things must be avoided, to reach the goal we have set. Foresight of this

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kind is based on a remembrance of past experiences and a correct estimate of the present condition."

DR. BRADLEY.

A great leader must view the past in the light of the present for guidance in the future. A leader must have that wider knowledge which comes by broad study. History tells you of the past, geography teaches you of the world and its people—a leader must keep pace with current affairs, with the development of new ideas and how they affect people.

"The future will only increase the necessity for an army officer to acquire general culture along with his professional knowledge."

MARSHAL FOCH.

Broader education will broaden the outlook.
KNOWLEDGE is a necessity.

There were two boys, one very hardworking who superficially read many books on the same subject and the other really studied only one. In examination the latter did much better. Education

without intelligence is a wasted effort. Character is of the first importance, but INTELLIGENCE is never-the-less essential.

All these qualities in a leader form his personality. A leader's personality encompasses his character, his knowledge, his will-power, his good and bad points. The stronger the characteristics the stronger would be the PERSONALITY. Each leader develops a unique personality of his own : Tagore saintly, Churchill inspiring and courageous, Stalin ruthless, cold and calculating.

I have only touched on some of the essential qualities of leadership. Some I have deliberately left to be dealt later. Others may not apply in different types of leadership.

Those young men who want to be the future leaders should examine themselves and put down in black and white their good and bad points. They should then decide to overcome one or two weaknesses during a certain time, and having gained self-confidence they should then aspire to leadership.

Selection of Leaders

Before the caterpillar can start doing his useful work of producing silk, he has first to come out of the cocoon. A person who possesses the qualities of leadership must come out of the common mass, acquire authority and command, before he can start converting other people to his ideas. It is essential for a leader to be acknowledged as such.

One method of acquiring authority is to inherit it. The hereditary system has good and bad points. The eldest son of the king becomes the heir, the son of an industrialist acquires his father's firm. Such are the leaders who are born with a silver spoon in their mouths. The successor inherits the good name and the reputation. He has the opportunity, facility and power to experiment. But this system leads to compartmentation. Developing on fixed lines, the mentality, intelligence and outlook become stereotyped and the initial superiority soon becomes the greatest weakness. An outstanding example is the compartmentation of Hindu

society, divided into various castes and sub-castes according to professions. A BRAHMIN thinks only of learning and not of fighting ; the SUDRA thinks only of manual labour and neglects learning. Thus certain qualities necessary for leadership are neglected and the deterioration continues with each succeeding generation, unless there are sharp re-adjustments.

After the great achievements of Akbar, the Moghul dynasty began to deteriorate and within a century completely collapsed ; it was the same with the Sikhs and Mahrattas.

The hereditary system can only maintain the upward curve as long as new blood is constantly infused in it. That is the cause of success of some of the greatest powerful families. They have not enclosed themselves within an exclusive circle where selection is limited but have selected the best from all strata of life for further propagation.

To ensure that hereditary leader possesses the qualities of leadership it is necessary to assess them and not to take them for granted.

The other method by which a leader can acquire authority is by passing an examination. In India certain higher appointments are through competitive examinations. All the candidates have the same chance but an examination can only test knowledge (which may be shallow and evanescent) and not character and personality. It can only test the educational standard and cannot assess the qualities of leadership.

“The greatest evils today are elections and examinations.”

VALEERY.

If the leaders obtain initial authority through an examination then further promotion should be by merit with or without further examination. This is seldom the case. In the higher ranks selection by merit, tempered by seniority was the adopted principle but “luck” and “Godfathers” undoubtedly play their part.

The third system is by nomination. A leader in power is given the privilege and must have it, to select his ‘tools’. At long as the leader only nominates his immediate subordinates this system is

good but when all new blood is introduced by nomination, favouritism is bound to creep in and honesty of purpose, knowledge and merit take the back seat.

By this method generally the 'yes-men' are selected and this lack of spine degenerates the whole administration. A nominee knows that his selection is not on merit but is a favour. His whole outlook is to please his benefactor, whatever the cost. This breeds corruption and nepotism.

Some leaders are elected into power. In an election the real qualities may or may not be known. The electorate can be affected by propaganda and led away by eloquence or some other quality which may be entirely unsuitable in the position for which the election is being made. I am not going to touch the political side of this question but it cannot be applied for selection of leaders for executive work. Cheap popularity is not a quality of leadership.

Some leaders impose themselves on the people. They have force of character and judgment to take advantage of favourable circumstances. Cromwell, Stalin, and Hitler are some of the many examples.

SELECTION OF LEADERS

It is hard to predict the direction in which the force of character of such leaders will turn—constructive or destructive.

The method of selection that is picking up the best from the available material is the most commendable because it looks for MERIT. To attain success, the government, the army, the business and professions must select the best “newcomers.”

To ensure that selection does not become sheer nomination, the personal preferences of the selector should be eliminated as far as possible and Merit given the first place. Merit should never suffer.

To make selection a success, it is essential to embody all the good points of other methods and evolve a technique by which the past is taken into account, the present is ascertained and future potentialities are assessed.

The latest system of ‘Selection Boards’ is to find out all the qualities of leadership that a man possesses. His inherited qualities are considered, his background is found out, and his past is traced. It is essential to find out with what intelligence the man

was born and what is his present state of development. This is done by a combination of written and oral tests, psychological examinations and psychiatrist investigations.

Having found out about the past, weighed the present, a deduction can be made about the possible future development in certain circumstances. These circumstances are different for different types of leadership. We can get a fair idea of future development by checking up the past circumstances which have produced the present state and obtain some idea of what will be the possible reaction in different circumstances in future. This is the most democratic system of selection and all future leaders should be selected by this system.

No system can be perfect because the future is such an unpredictable factor, but one thing is obvious that the new entrant by whichever door he may enter, cannot stay in very long and cannot progress on the road to greatness, unless he possesses some qualities of leadership.

Now, young men, you know what are the channels by which you can get into the position of authority and become a leader. Select the most suitable.

Training The Leaders

Before a horse is put in the race it has to be trained. Similarly before a leader is given authority he must be trained in the art of handling it. The training of a leader is very important. It begins with the cradle and ends in the grave. "Let them come to me till they are seven", said Saint Ignatius. To produce good results it is essential that this training starts from the very childhood because ·

"Impressions which are received in childhood cannot be erased from the soul."

FREDERICK THE GREAT.

If a child is properly brought up and correctly trained, it is possible to guide his development in proper channels. Given the proper training :

"Men and soldiers are convertible terms."

VON DER GOLTZ.

ROADS TO GREATNESS

The first part of the training is imparted in the house. Thousands of Indian young men are being ruined because of the lack of knowledge of parents, as to how to bring up children. The training of parents is as essential for future generations as is the training of the present leaders.

“There is nothing in our society today which would conduce to self-control. Our very up-bringing is against it. The primary concern of parents is to marry their children anyhow so that they may breed like rabbits. The householder’s life is in keeping with the past life. It is a prolongation of self-indulgence.”

GANDHI.

When a seed is sown in the earth a plant sprouts out. The type of the tree depends on the seed and its quality depends on the quality of the seed and the ground in which it is sown. ‘As you sow so shall you reap.’ The same analogy applies to the human race. Cohabitation between the parents produces a child who is the future man. If the two

TRAINING THE LEADERS

parents are healthy and the child is born in healthy conditions, the child should be healthy.

VIR ABHIMANYU, a hero of MAHABHARATA, when asked by his mother, how he, a young boy, would break the CHAKRA-VYUH, replied that he had learnt it before he was born. ARJUNA one day had discussed the plan of the new strategem with his wife when she was pregnant.

As the present state of a nation is the cumulative effect of its past culture and traditions, so, the child inherits from all the past generations. The actual qualities inherited depend on the circumstances in which the seed is sown.

That is why :

*Do phool sath phool kismet juda juda hai,
Ek bal men laga hai ek khak men mila hai.*

(Two children born of the same parents inherit different traits).

Similarity is conducive to stagnation ; it is only difference which produces progress, of course, the

dissimilarity should be between different values of good and not between good and bad.

All parents must realise that sexual intercourse is not just a physical recreation for pleasure but a phenomenon whose reaction will last for generations. Before the present leaders decide to entangle themselves in matrimony they must realise these responsibilities, must ensure that both are physically and mentally fit and have favourable circumstances to give their children a chance, which they themselves wished for.

Fate is considered to be immutable. It is immutable as far as the child cannot effect his own birth but if the parents do their duty, the children will not suffer from the handicaps with which they are born.

The physique of a child is as important as his mental state. If a child is born blind, he will constantly suffer from this handicap. Physical fitness gives great advantage to all leaders. It should never be neglected. A healthy body bears a healthy brain. All the energies which are diverted for recouping health may otherwise be utilised for mental development.

‘Health is wealth.’

The mind is the most important part of the human physiognomy.

“The mind is its own place, and in itself can make a heaven of hell and a hell of heaven.”

PARADISE LOST.

Every child is born with a certain type of intelligence which can, in some respects, be compared to a Piano. Pianos are of various kinds, and their quality and type depends on the manufacturers. Firms with well established reputations should produce sound instruments. Sometimes a new-comer does produce a masterpiece. LEONARDO-DA-VINCI and many other men of genius were illegitimate children, but they are the few exceptions. We are more interested in producing a great number of sound pianos than a chance super-de-luxe. Going back to our analogy—different firms not only produce different patterns but sometimes the melody of the notes is different, though the sound keys have the same number and length. The same is the case with intelligence.

As the child grows up, he starts playing on the key of his piano of intelligence. He learns from his

surrounding circumstances, his environments. A child in the earlier stages is not responsible for the actions but their reactions affect his conscious and subconscious mind. Therefore, it is the duty of those, who are responsible for the upbringing and education of children, to ensure that the circumstances are conducive to proper development.

Due to these reasons the child plays on various keys of his intelligence, he selects some and neglects others. A stage is soon reached when he can only play on certain keys and produce certain notes. The neglected keys become rusty and when an attempt is made in later stages to play on these keys, they break or fail to produce a sound in symphony. On the other hand, the over-played keys may constantly disturb the harmony of the tune by their looseness. Under normal circumstances an average person should be able to use all the keys. It is the duty of our parents and teachers to see that the children grow up in proper circumstances.

The only circumstance that parents cannot overcome with ease is poverty. Poverty like a pestilence destroys many young plants which may have otherwise grown tall and useful.

TRAINING THE LEADERS

What is the solution to poverty ?

Not to have children?—this is more easily said than done. Those who are not paralysed by poverty should take proper precaution. They will prevent the disease from spreading. Something is better than nothing, so let us make a start here.

Some one must be made responsible for this training. Most failures are due to negligence of parents.

“Fining the parents in all cases where the children were at fault, whether first offenders or not, would not only reduce the number of juvenile offences, but might also have the effect of restoring parental authority.”

DAILY SKETCH.

No training can produce intelligence, but, given intelligence and proper training, it is possible to produce definite results. When we consider training, we have to take into account three factors, (a) the teachers, (b) the pupils, (c) the circumstances.

The teacher is the most important. On his personality and methods depend the patterns of the raw material. The teachers must be the best. Our present day education produces book-worms, theoretical, spineless, ambitionless dead leaves which will go where the wind takes them. In training we must ensure that our young men not only have broad education but grow up ingrained with the qualities of leadership.

The pupils must play their part. Their cooperation is essential. This may be forced, induced or offered. To produce leaders in a short time it is necessary that the pupils should possess some latent qualities which are only to be brought out. To teach a man who is good is easy, to train an average is difficult, to bring up a backward man requires courage and time. Given both, it is possible. Failures are chiefly from the last two categories. One way of getting a high average of a certain unit is to eliminate the weak ones without attempting to improve them. This method gives the quality but does not produce quantity. To give both, the teacher and the pupil have to make sacrifices.

Despite the best intentions the instructor cannot do the impossible. The causes of failure are many;

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they can be attributed to weakness in the facade, which cannot be made up in time ; cracks in the structure, which cannot be patched up ; and in most cases the foundations are unsound and it is not possible to start laying fresh ones. These are the circumstances which can only be overcome by time.

To those of you who have now worked up to the position of authority, my advice is to get the best out of your training. Concentrate all your energies towards the best and widen your outlook and knowledge, do not leave anything to chance. Remember: 'Ignorance of law is no excuse.'

To those of you, who are the teachers, I request you to realise that yours is a great responsibility, a sacred duty, an honourable trust. It is not a mere privilege. If you teach well, a generation will be grateful to you.

The true teacher :

"He answer'd all its questions and asked others
As simple as its own, yet wisely framed
To wake and prove an infant's faculties ;

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As though its mind were some sweet instrument,
And he with breath and touch, were finding out
What stops or keys would yield the richest music."

MONTGOMERY.

Teachers can rise to great heights if they have
faith, knowledge and leadership.

Sava lakh se ek laraoon

Tab Govind Singh nam kahlaoon

GURU GOVIND SINGH.

(A real teacher can make a man fight thousand
enemies.)

Duty-Merit-Rights

Having acquired a position of authority, received the proper training, you have now to do your duty. In whatever position a leader may find himself he must try to make a success of that job first.

Giving an address to the future officers of India, Field Marshal Sir Philip Chetwode said :

“The safety, honour and welfare of your country come first always and every time.

“The honour, welfare and comfort or the men you command come next.

“your own ease, comfort and safety come last always and everytime.”

The first duty of a leader is to implicitly obey his seniors. If the orders are wrong they should be criticised after and not before carrying them out. As long as you think your leader is right, you must have

faith in him and must produce the same faith in your juniors. To carry out your duties, discipline is necessary. Obedience to orders, prompt execution, utmost exertion and co-operation are wanted from you, which you, in turn, must have from your subordinates. Always learn to see yourself in the reversed position and then make the correct decision.

Learn to be punctual, tidy, smart and keen. A leader who wants to progress must acquire these habits during his apprenticeship. To be cheerful and appear happy is a great quality. Everyone is interested in his own worries, do not create more. Do not bore others with your maladies, troubles and disappointments. Learn to bear them and appear cheerful.

Those who do their duty well, know their job, attain merit. The real merit comes from hard work and not by bluffing. Merit is like a diamond buried deep in the bowels of the earth. It has no value as long as it lies there. It has to be dug out, cut, polished and set in a golden ring before it can be worn and admired. Mere possession of knowledge is of no purpose unless it can be made use of. It is the same with merit.

Only experts can fathom out the qualities of diamonds and there are not many experts. If you wait for some one to pick out your merit for you, you will have to wait till Doomsday. You have not only to have merit but to sell it in the open market. There are many ways of doing that. It is nothing but good salesmanship.

There were twelve typists, who had the same comparative merit but only one of them became the Head Clerk. He sold his merit in a very ordinary way. Whenever he put up any papers he put them in a cover on which was written in block capital letters : "If you find any mistakes, please send for SOHAN LAL". As there were no mistakes, he was always sent for and given a SABASHI.

That is publicity.

'Self praise is no praise' but the publicity of real merit is not praise ; it is propaganda. It is always better to make some one else sell your article for you instead of your trying to sell it yourself. Indirect propaganda is always more effective.

When you know that you have an article for sale—may be an idea, a quality or an opportunity,

you must first get a shrewd idea about what the customers want. There are generally three types of customers—the genuine buyer, the spectator and the admirer. A clever salesman tackles all three. He dazzles the admirer, attracts the spectator and influences the buyer. Similarly, when you have attained merit and want to go forward first think how and to whom you are going to show that merit.

Your merit must be genuine. To sell a genuine article is salesmanship, to sell a counterfeit is cheating. Your success is directly proportionate to your means.

Cheating, bluffing and mere white-washing is a very short-term policy. For continuous success the beginning is as important as the end.

Merit creates rights. The recognition of merit should mean the recognition of right but it happens many a time that recognised merit does not get the right. Others get the benefits owing to favouritism, string-pulling and underhand means. It is no use telling you about those dubious ways because in the future society we want to stop them. We should evolve a system by which real merit gets its proper reward.

DUTY-MERIT-RIGHTS

Every man of merit always gets a chance to obtain his dues

visible in events, an obscure text written in mysterious language "

VICTOR HUGO

Those leaders who wait hopefully for the chance seldom get it for the asking. God helps those who help themselves. I know of a keen cricketer who could not get into the college team but went on practising in the nets daily and volunteered as a scorer to watch other players' form. One day, two of the team did not turn up and he got the chance. He was in the team thereafter.

The axiom of all leaders of men is to be ready for the chance. Like the general who said, 'When I was a subaltern I was fit to be a major', he always was two steps ahead.

'When the heart is prepared for action, opportunity is seldom long wanting

VICTOR HUGO.

Therefore BE PREPARED

Progress

*Fame is the spur that the clear spirit
doth raise*

*To scorn delights and live laborious
days.*

MILTON.

When a person acquires merit and wants to progress, he must have his merit recognised first. It is difficult with seniors, easy with equals and simple with juniors.

There are two types of seniors, those who are superior and are the final arbiters of your destiny, and the others who personally control, bar or retard your progress. The latter type of seniors, can further be divided into three categories, according to their attitude towards merit. The good, those who want merit, appreciate work, recognise worth and give the devils their due. They know the true value of values. If you are lucky to have such a boss, show him your

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worth and he will buy it or certainly sell it somewhere else for you.

The bad, those who do not know merit, cannot appreciate it or have no courage of conviction. Some of them have completely wrong values. They foolishly believe white-wash to be genuine merit. They are generally not interested in themselves and their work, and are not interested in you. Some of them are harmless but others due to their ignorance and stupidity do great harm. Have patience. The superiors will soon find them out.

The third type, the incompetent, indifferent, is the most difficult to deal with. There are innumerable varieties of this type. They are real obstructionists. They know that they do not know, but still think that they know what they should know. Jealousy, inferiority complex, incompetence, fear, cowardice and a desire of self-preservation makes them obstinate fools. They are not stupid because they know where their personal selfish interests lie. They never like to recognise that anyone below them can be superior to them.

Perhaps they are a necessity to progress. The resistance sharpens the intellect. In the beginning all

ROADS TO GREATNESS

streams meet with innumerable obstacles. If leaders learn to overcome difficulties, difficult opponents, and obstinate seniors, the experience they have gained is worth the time wasted. Once merit is recognised, it will follow the easy path to ultimate success. You can never make a leader by spoon-feeding him with success. From evil comes good.

How to deal with such seniors ? The first thing is to recognise their presence and appreciate their exact worth and their true position.

In love and war everything is fair. "But for real progress only fair means should be employed." Like a stream either go round the rock or mass your energies to make a final dash. Wipe it right out or get over it. It requires patience, time and hope.

Have hope, although clouds environ now,
Gladness hides her face in scorn,
Put off the shadow from thy brow,
No night that hath its morn.

Merit should never stultify. While you are perparing, you must be improving. If the seniors fail to appreciate your virtues appeal to their superiors.

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This may bring your superior to your aid, but do not forget, they are the people who were responsible in the first place for putting that stone there. They will prop it up at your expense ; therefore like a clever lawyer make your defence impregnable before you appeal. This approach should be gradual; like a well trained athlete, do the pole-vault only when you are ready. It will either land you on the other side or you will fall back with a broken back.

If you win, the victory is yours, but having failed, it is no use expecting mercy from your immediate senior, whom you have antagonised Now

**Forget all these, the barren fool
in power,**

**The mad man in command, the
jealous O,**

**Forget all these, for though they
terribly hurt,**

**Even to the soul, they are not
lasting things.**

JOHN MASEFIELD

Time will remove them, so have patience. But loss of time may mean loss of success. Patience and

time are two diametrically opposite forces. There comes your judgment. If time is essential, the only course now open is to resign.

Whatever course you take, it is essential first to know your senior. Study him, see his whims, listen to his ideas, and properly form a true picture of him in your mind. Generally all great men have manias and behind an outer cover hide a heart of gold.

One of my brother officers knew that the only way to progress was to go on a course but the commanding officer had a mania for sports. He would not send anyone who was not a sportsman. Lieutenant Saran in a few days learnt the rules and became the battalion hockey referee. In three months he not only became the sports officer but also went on the course.

See all and say nothing. Silence is a virtue and learn to cultivate it. All cases require different treatment, not only diagnosis but medicine must also be correct. Some seniors like flattery, others are fond of show, while most like work. Treat them accordingly. To please your boss and to get the work done is not "boot licking" but "tact". Anyhow

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it is the quickest way. Tact with seniors is very essential. After a little understanding and experience every leader develops his own technique of progress. Technique must suit the subject; you cannot select the subject, therefore, change your technique.

No senior likes to swallow the bitter pill of criticism, of whatever type it may be, unless it is sugar-coated. Only a few people like a yes-man. You must learn to express your opinion judiciously. What good is an opinion which carries no weight and is not listened to?

Grow up gradually but surely.

Some people because they see the time fleeting and others far inferior to them progressing, lose patience and make an immediate direct approach; frontal assault is always very costly. If you say, "I deserve promotion why have you.....so, so." The senior will rightly turn round. Don't teach me my bloody job. Let that suggestion come from him. This is an art, and its first requisite is MERIT.

This approach has an added advantage for the junior leader. By forcing yourself into a job you

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stand committed and a failure will give you the reputation of a **BLUFFER**. In the other approach if you succeed you are made ; and even if you fail it will leave you the reputation of a **TRIER**. It is better to be called a 'trier' than a 'bluffer'. So play your cards well.

"Why all these tricks, when you have real Merit?"

"As long as human beings are judges of human merit, you have to play up to human nature."

"The old are surrounded by treachery, for no one tells them the truth. Either it is thought necessary to deceive them for their own good, or nobody can take the trouble to give explanation or understanding to those who will carry both soon into the grave".

TO BE A PILGRIM.

The other travellers whom the pilgrim will meet on the road to progress are his equals. He has to

keep their company for a long time. Consider your equals as your friends and try to get on with them. A lonely man, foolishly chasing after selfish ambition, will never find happiness.

**" . . . and beautiful are friends.
Love, freedom, comrades surely
make amends
For all these thorns through which
we walk to death ;
God let us breathe your beauty
with our breath."**

JOHN MASEFIELD.

In this race to progress, some of your equals, who recognise your merit, will help you forward ; others may not like you and some of course would be your competitors. There are some competitors who try dirty tricks because they have no real merit. The best thing is to avoid their company and not to give them your ideas. Never fall in line with their treachery ; it hits back like a boomerang. The only suggestion I can give to any competitor is to try a little harder, the better must win and you, as a good sportsman, should be a good loser. Try again.

The third type of pilgrims is slightly behind you. They may be there due to their junior status, age or training. Some of them must be aspiring to catch up and lead themselves. When a senior fails to recognise the merit of his juniors, he has reached his limit and will soon finish. You have been trained in the art of leadership and must recognise true merit. If you do that, you will always win.

You must be fair to your subordinates, be human, be sympathetic but never be too familiar. Once a junior becomes familiar he is inclined to look for your weak points and instead of improving his merit will try to exploit your weaknesses. Familiarity breeds contempt. For his own benefit keep him at an arm's length.

"An exacting leader can always command more affection than one who is indifferent"

ANDRÉ MAUROIS

And for God's sake never accept favours.

You must learn judiciously to praise or rebuke a person. At what time, how, when, and on whom you are going to shower your benevolence or wrath.

PROGRESS

must be kept in secret armoury. A word to the wise man is enough. But never make praise or rebuke a habit because a habit once recognised loses all surprise and value.

I hope you have learnt how to get on with your seniors, equals and subordinates. Now you must know how to lead men forward.

Application of Leadership

“The highest quality of leadership of all is the capacity to evoke its growth in others.”

D. PORTWAY

Having acquired power, the leadership of the chief now becomes forceful and precise and he gets down to the most difficult task—to produce order from confusion, to make others believe in him and his ideals and to convert their beliefs into action and energy. He has got to make others work for him. A leader's greatness can be judged by the spirit, desire and inspiration he can infuse in his followers to work for him, which, indirectly, is working for the ideal.

The love for work is not acquired in a single day, it is produced by constant transfusion of your own leadership and personality in your followers. That is why a leader has to be an example and not :

“What those who set themselves up as leaders now-a-days, usually imagine that leadership consists in getting at the back of the crowd and pushing.”

DAILY MIRROR

APPLICATION OF LEADERSHIP

Before you start judging your workers :

"It is well.....to remember that he is judging you with the same Godlike and superior impartiality."

ARNOLD BENNET

Let us see what the crowd, the followers, the led look for in you :

The followers will work according to their interpretation of the personality of the leader. The leader must make the people like their work and they will like the work only if they know it is going to produce some result to help them. It is therefore necessary for a leader to remember this and until the full leadership is evoked in his workers he should select limited objectives. As the leadership in his workers becomes potent he can increase his demands gradually till a stage is reached when he can demand from them the greatest sacrifice—Death. They will mount the scaffold with a smile on their faces.

Once a man starts liking work he cannot give it up.

A Yankee died. The first thing he knew, a butler in another world was showing him a palatial guest

room, saying . "This, Sir, is your suite. The only rule here is . You ring and I bring. Just press that button and I will provide whatever your heart desires".

About a month later, the Yankee sat in his easy chair surrounded by all that a man could wish. But there was fire in his eyes. He jabbed the buzzer.

The butler appeared. "Here, you ! I want something to do. I want work."

"Sorry, Sir, but work is the only thing we do not provide here."

"What ! If I can't have work, I would just as soon be in hell."

"But, Sir," replied the butler, "where did you think you were ?"

Never live under the fallacy that your workers are not watching you and are not your judges. They are the makers of leaders. You owe your authority to them and you must use that authority only for their betterment. Every man in the crowd looks for something in you. If he finds that instead of weakness you have greatness, he will have confidence. This will produce respect and faith.

APPLICATION OF LEADERSHIP

The first time your personality comes in contact with a crowd it registers an impression. The first impression is very important. 'Well begun half done'. If you can take a good start so much the better.

The first thing is the personal appearance. Some people are endowed by God with good features while others are not so lucky. If you really get down to it you can cover one handicap by magnifying some other advantage.

Look to your dress and turnout ; your character can be judged from that.

One day the bearers of three cadets absented themselves without warning. Next morning when the company was inspected these three cadets were asked the same question : "Why are your boots not shining as usual ?"

The first gave no reply.

The second said, "My bearer did not turn up"

While the third looked at his boots with amazement and said, "I did not know."

It requires no great knowledge of psychology to understand those characters. First had character ; he had tried to clean his boot and his silence was

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the proof of his pride in having done his best. The second and the third, of course, are two different types.

It is the small things which men look for and it is from such small things that you are judged.

The first impression slowly starts wearing out and other visible attributes appear in relief—courage, behaviour, stamina and action. All in turn are put through a microscopic test.

The workers now start probing for your feelings. Each man wants to find out how you are going to treat him. At this stage the worker is still selfish because you have not yet evoked leadership in him. He puts the leader in the first person and himself in the third. He then judges the relation between the two, may be through a medium of a second person.

He wants to know if you are personally ambitious.

"It Caesar was ambitious, it was a

g

SHAKESPEARE.

He wants to find an answer to the constant question arising in his mind—'What is he working us

for?" If the worker is not satisfied with the answer, he will not do his best, may not work, go on strike, desert or mutiny.

"In Chicago in 1944, Colonel MacAlpine, who commanded No. 6, the mixed British-American commando in North Africa, appeared at one steel works where 12,000 workers had gone on strike an hour before. He addressed a large crowd of them, and when he finished telling of his commandoes in actions at Algiers and Bone, they cheered him, and returned to work as one man .. worker requires only to be told in what manner the arms he was making were being used by the fighting men for HIM and HER."

The worker is very interested in your sincerity and enthusiasm because in those he sees the means which will be used to protect, enhance and improve his interests. He is never going to accept your pretences and will judge your behaviour towards him by observing and analysing your treatment of friends, relatives, home and family—these are not PRIVATE. A leader's everything is PUBLIC. That is why the wife of a leader plays a very important part in the career of a leader.

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Having satisfied himself, the worker slowly gains self-confidence, forgets his self-interest and tries to look out for something higher—mental outlook. He is not interested in high ethics, politics or loud-sounding words; he is merely interested in practical, concrete, simple ideas, which he can understand and also understand how they will affect HIM—the most important of all persons ever born on this earth.

No leader should deny this feeling of self-importance to any man. You must respect that because that is the germ from which the tree of leadership will grow up.

Having undergone and passed the test yourself, you can now start valuing your material. Never consider a crowd as a homogeneous mass because it never is. The broad common qualities may form the components of a heterogeneous mixture. Great harm is done by, what I call, generalisation. We are suffering from this malady more than anything else.

A good leader, in order to produce a homogeneous matter should not only know the attributes of various mixtures but must also know about the elements forming these mixtures. Only by understand-

ing individuals, parties, groups and their mutual reactions to each other, can a leader organise a body where individual identity and personality will submerge or sublimate into a new corporate body.

To understand a man, you must know him. Every man has good and bad points, it entirely depends on what you are looking for. Look for good points

"A man who desires honours obtains honours, he who wants friends gets them, a woman who desires conquests makes conquests."

ANDRE MAUROIS

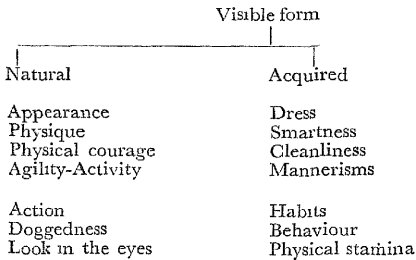
Take a scientist ; he takes two different substances, iron and sulphur and produces a mixture: the identity of each substance is still existent. But when heat is applied to this mixture a new homogeneous matter, iron-sulphate, is produced. It is the same with human elements. By the application of leadership the leader mixes the workers in such a way that they work smoothly like parts of a big machinery.

Some of the people in the crowd may be intelligent and may have already acquired active leadership—in others this quality is latent while others may

APPLICATION 01

LEAD

EXAM



CHARACTER

First preson	Segr
Motives	Fair
Devotion	Hor
Coolness	Frie
Faith	Upt
Ambition	
Sincerity	
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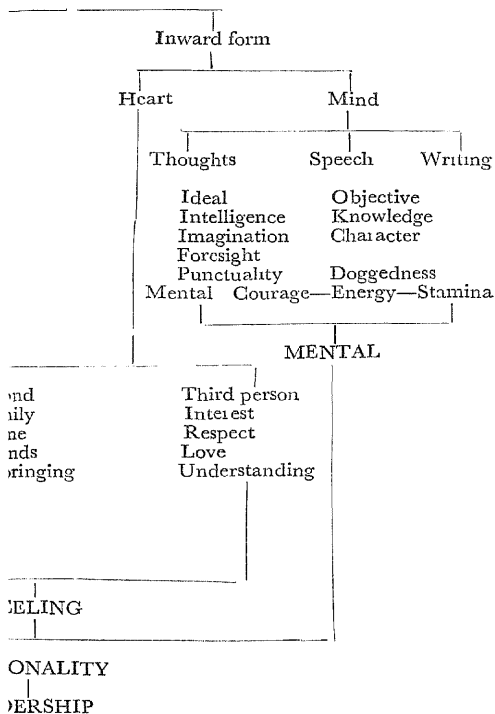
PERS

LEAD

OF LEADERSHIP

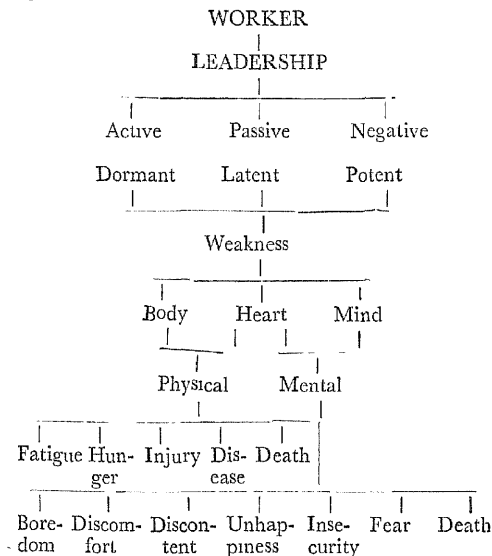
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ROADS TO GREATNESS

be completely devoid of it or entirely selfish. A good leader by proper application will like to activitise those potentialities. This he can only do if he finds out the weaknesses which are submerging their good qualities.



APPLICATION OF LEADERSHIP

It does not take very long to know your workers. It does not require a knowledge of human psychology. If you can imagine what reaction a certain action will produce in you, the same reaction should be registered by a majority of the people. If not, there must be a reason. Now find out that reason.

You must know the broad human feelings, sentiments and reactions. A man suffers from fatigue, hunger, disease and pain. A leader must remove this fear from his conscious mind. Similarly, he suffers from boredom, discomfort, insecurity about himself and his family. And last but not the least, he is mentally and physically afraid of death.

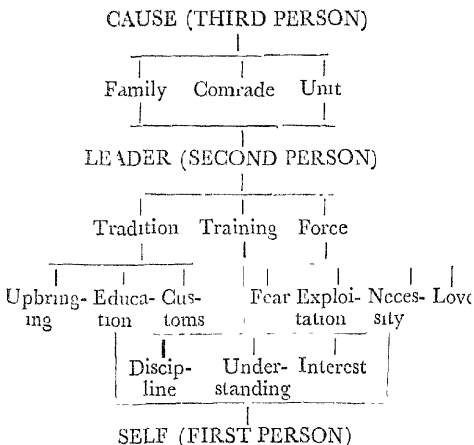
**Of all wonders that I yet have heard,
It seems to me most strange that
man should fear,
Seeing that death a necessary end,
Will come, when it will come.**

SHAKESPEARE.

It is not a wonder. It is human nature ; he is afraid of death ; rather, he is afraid of an untimely death but he can overcome this fear by good leadership.

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The process of evolution of leadership is from the bottom upwards.



These are the various means by which the weaknesses in a person can be removed and leadership infused unto him. The leader must re-cut and re-shape but should never discard an individual for his weaknesses.

APPLICATION OF LEADERSHIP

A leader must take into account tradition, upbringing, education and customs because these make the background of mind. This war has taught us that ignorance and mental apathy are great enemies. Through correct education a man can be taught to look for something higher.

By training we can produce discipline, understanding and interest. Discipline should grow up gradually. The discipline for the leader must be twice as strict as for the men.

The leader must make demands and these should grow up gradually.

"The more a General is in the habit of demanding from his troops the surer he will be that his demands will be answered.

CLAUSEWITZ

But unnecessary demands are futile and irksome. These demands in initial stages should be for the betterment of self. And one who does well should be rewarded.

If by your leadership and training you can enlighten the inner-self of a man, the victory is yours.

If a man takes genuine interest in himself and his work he will soon get to the second stage of sacrificing his personal interests, pleasures and rewards for a comrade, group or body to which he is proud to belong.

But others may need entirely different treatment—application of force.

**“Who overcomes by force hath
overcome but half his foe.”**

MILTON

Force produces fatalist followers, not intelligent leaders. A man of action cannot be a fatalist. But for the negative types that might be the only alternative.

Treat your men and workers as your children ; love them but do not spare the rod. As soon as you realise that you have gained their affection convert their love to a creative form.

Love is a force. It is good to an extent but when that love becomes an obsession for an individual it is dangerous. A leader wants all the love of his followers for the cause or work and not

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for himself. For himself he must only desire respect.

A leader should make no favourites—‘blue-eyed boys’. He must like them all as one.

Have love, not love alone for one
But man as man thy brother call.

A leader must constantly feel the pulse of his workers. He must concentrate all his efforts to produce in the body and mind of the worker the interest in a second person. He must be made to feel proud of the community to which he belongs and prepared to make sacrifices for it.

Guru Govind Singh when he took up the leadership of the Sikhs was a boy of seventeen. From an inert mass he produced a most formidable force. He gave the Sikhs a new form, a new name and a new spirit. The psychological effect of adding SINGH—lion—to their names, wearing of five Ks (*kesh*—long hair; *kangha*—comb; *kachh*—short-pants, *kara*—bangle and *kurban*—sword, and pride of belonging to the Khalsa (Sikh army) lit a fire of freedom which could never be extinguished.

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Now we come to the last stage—the relation $\frac{2}{3}$ of the leader and the led, in the first person. There cannot be equality. The relationship should be of two friends with a smile.

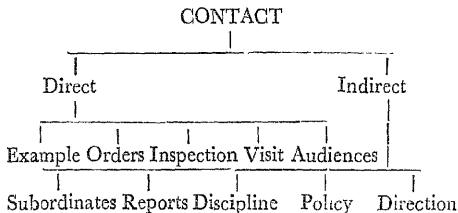
Remember a girl's prayer in "Twelve Tests of Character" : "O ! God, make the bad people good and the good people nice". Workers must have confidence in your goodness and respect for your merit.

"A really great man is simple and true."

M. CURIE

That was the secret of Gandhiji's great hold on the Indian masses. The workers must feel that you belong to them and them alone. This produces the personal touch.

How does a leader maintain this touch ?



sees for himself what is happening around him and how his orders are being carried out. But neither make your inspections informal nor your visits formal. The first gives you the picture at its best and the other the woman in the morning without make-up. You must know both if you want to marry her. Otherwise there would be anti-climax one day.

When giving audience the leader must ensure that this does not become an opposition bench for criticism of other subordinates but only to hear genuine grievances and expressions of opinions for betterment.

In the indirect method the subordinates play the most important part. He must find the best subordinates whom he can trust and in whom he has full confidence. He should give his subordinates all possible freedom of action but he must ensure by checks and inspections that freedom is being properly used and not misused to dislodge him or to produce jealousy, friction and conspiracy amongst his subordinates.

He keeps his information up-to-date from the reports he receives from his subordinates. In this res-

pect the "Columnists" of U. S. A. play a very important part in the public life, because they expose every thing which is bogus. He must study all criticism and in his reports, must point out those mistakes which have come to his notice. Criticism must be constructive and as far as possible should not call the character and intelligence of the man into question. A severe reproach is less painful than hostile and sulky attitude.

Prompt execution of orders must be ensured by good discipline. This should make the obedience of orders automatic. There should be justice and no abuse of authority. He should lay down a policy, and issue instructions, when necessary, about the new orientation or interpretation of that policy. To lay down a policy is not enough, he must see that it is put into practice.

Whatever the means or methods, however difficult the circumstances, the leader must never lose this constant personal touch.

He will be successful.

Success

"I do not believe in a fate that falls on men however they act, but I do believe in a fate that falls on them unless they act."

G. K. CHESTERTON.

I believe in fate which falls on those who act and keep on acting. If you have leadership and apply it properly, you will have success.

"God tries his votaries through and through, but never beyond endurance. He gives them strength enough to go through the ordeal he prescribes for them."

GANDHI.

A day will dawn when like Archimedes you will shout "Eureka ! Eureka !" Work and hope. When you do succeed, do not let that success go to your head. Victory should give elation and joy but should never breed pride and arrogance.

SUCCESS

Pride goeth before a fall. Remember you have only achieved an objective and you have to carry on with greater vigour, drive and determination. An honour, a success at polls or examination is not an end in itself ; it should be the incentive for greater effort.

“The most dangerous moment comes with victory.”

NAPOLÉON.

Victory in some produces complacency and in some aversion to hard work. This generally happens to those who gain cheap success. In their new won success they see their superiority and start trampling the feelings of those who had helped them to succeed. “They laugh at others, because they think, these others do not know much and forget that everyone knows something.”

Success with such people is short-lived. Real success should give happiness and produce humility. If it produces greed or ambition, it is bound to create conflict in ourselves and our fellowmen. But, to keep on trying for real greatness is not greed. If we are being misjudged and misunderstood, remember, it is the tragedy of life. We must learn to face this tragedy and though we may distrust humanity, we

must have faith in a few men who being true themselves can see the truth in others

Success when properly handled should pave the way for greater successes.

To produce the goods, the leader requires time. He should be given this and the leader must ensure that he gets this minimum duration. Unless he is going to use force to remain in power the only way to remain there, is to continuously produce goods by stages. He must keep alive the interests of his workers and keep them hoping for something.

And the most important fact is that he must appear to be always successful.

**"To succeed in the world you must
appear to have succeeded already.**

LA ROCHEFOUCAULD.

To those who have not yet Succeeded

"Lord, I will try again," he said,
"Though all hell's devil tear,
This time I will not be afraid
and what is sent I will dare."

He set his face against the slope
Until he topped the brae ;
Courage had healed his fear, and hope.
Had put his shame away:

JOHN MASEFIELD.

Preface

We credit our own attainments to our hard work, the achievements of others to good luck, our failures to bad luck or bad Government. We never can understand that our failure generally is due to some inherent weakness or deficiency in ourselves. I find that most of our young men do not know what they are looking for and are just drifting along at the mercy of chance.

My experience of handling men is limited, of selecting and training leaders is still less but I am putting down these observations and 'pickings' of others' brains, for the benefit of those young men who want to be great but do not know that leaders and leadership mean.

That our youngmen are keen to learn is obvious from the number of reprints of this book. Their keenness has encouraged me to revise this book and bring out an up-to-date edition. I hope it comes upto your expectations.

JAI HIND